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Executive Registry

64-3405

12 MAY 1964

MEMORANDUM FOR: Executive Director-Comptroller

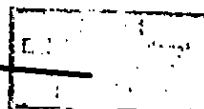
SUBJECT : Midcareer Training Program

1. [redacted] entitled "Midcareer Training Program," requires that the Director of Training make periodic reports on the progress of the Midcareer Training Program, with specific recommendations for improvement.

2. In order to respond to this requirement, I asked each of the four Directorates for reports on how each Career Service is complying with [redacted] [A summary on each Directorate is attached for your information. (Tab A)] These reports were discussed at a meeting of the Training Selection Board on 21 April, and I have since reviewed them in some detail. I am convinced that the term "midcareer" is not fully understood. The considerable differences in the procedures and criteria being used by the various Career Services in the selection of personnel for participation in the Midcareer Program attest to that. Also, some Career Services still seem to equate selection for the Midcareer Course with selection for the Midcareer Program. This misinterpretation may preclude a deserving candidate; for example, because of problems of quotas or unavailability at a given time, he may be excluded from the Program. I believe, therefore, that it should be made clear that after Career Services have developed meaningful criteria for selection, that considerable thought go into the actual selection of individuals for the Midcareer Training Program. Immediately thereafter, appropriate five-year programs should be developed with and for these selected Midcareerists, which may or may not include the Midcareer Course. In the following paragraphs I have described how a Career Service could approach this problem, and recommend that these principles be considered on an Agency-wide basis.

3. In order to have an effective and meaningful Agency-wide Midcareer Training Program, there should be uniform basic criteria used for selection of Midcareerists throughout the Agency. Career Services should select primarily from grade GS-13, using the age range of 35-50 years, and identify individuals who have demonstrated the potential for executive

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responsibilities at the grade GS-15 or higher level. Career Services should recognize that there are good employees at the grade GS-13 level who will probably reach grade GS-14, but who in all probability will not reach grade GS-15. There are also some specialists at GS-13 who may progress to GS-14 and who might possibly, at some time in the future, be promoted to GS-15 but who will remain specialists not willing (or able) to broaden their base sufficiently to assume managerial, administrative, or executive responsibilities. These groups of personnel should not be included in The Midcareer Program. It should be emphasized, however, that the personnel in these three categories will not be excluded from whatever further training is appropriate and necessary to increase their competence on the job or excluded from promotion to higher grades. And while technically they may be taking training while they are at midcareer (GS-13), their training will not be known or defined as part of The Midcareer Training Program.

4. The employees selected as Midcareerists (in accordance with the criteria above) will be identified as participants in the Midcareer Training Program, be scheduled for the Midcareer Training Course during the ensuing five years, if spaces allow, and have a five-year midcareer program developed which will include appropriate training, either internal or external, and planned assignments. Five-year programs will be monitored on an annual basis. Career Services will also identify new participants in the Program each year thereafter, following the procedures set out above.



MATTHEW BAIRD
Chairman,
Training Selection Board

Attachment: Tab A & Tab B

cc: Deputy Director for Support, w/att (Tab A)

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